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Committee for Programme and Coordination
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Agenda item 8
Adoption of the report of the Committee on its forty-sixth session

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Addendum

Proposed strategic framework for the period 2008-2009

(Item 3 (b))

Programme 24
Management and support services

1. At its 9th meeting, on 22 August 2006, the Committee for Programme and Coordination considered programme 24, Management and support services, of the proposed biennial programme plan (A/61/6 (Prog. 24)).

2. The representative of the Secretary-General introduced the programme and responded to queries raised during the Committee's consideration of the programme.

Discussion

3. The programme was recognized as being the backbone of the Organization, and the importance of improving the effective and efficient functioning of finance, human resources and support services was raised. The view was expressed that reform is particularly important. It was also noted that while reform has been undertaken over the years, the results have been mitigated and that there is still scope for improvement.

4. The view was expressed that accountability, and in particular that of the Secretariat to Member States, should be more fully reflected in the programme. The report was praised for its drafting and clarity and for reflecting recent legislative changes. However, the need for enhancements to some objectives, expected accomplishments and indicators of achievement was pointed out. The role of the

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United Nations Offices at Geneva, Vienna and Nairobi in facilitating inter-agency cooperation in common services was acknowledged.

5. The proposed strategy under the management services component of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, focusing on effective communication with Member States and within the Secretariat on policy issues and on monitoring and reporting on the impact of management reforms, was welcomed. At the same time, it was noted that further refinement of the expected accomplishments and indicators of achievement would be needed, in particular those relating to procedures, internal controls and best practice standards in order to make them more specific and measurable.

6. Regarding the administration of justice component of subprogramme 1, the view was expressed that the concept of an internal, equitable and effective system of administration of justice was not properly reflected. It was noted that this component, including the expected accomplishments and indicators of achievement, would need further revisions in the light of the outcome of the review by the Redesign Panel on the United Nations system of administration of justice. Concerns were expressed regarding the establishment of this component under the Department of Management.

7. Regarding services to the Fifth Committee and the Committee for Programme and Coordination, views were expressed on the technical services to be provided and on how the Secretariat would measure the level of satisfaction of Member States with the work provided by the Secretariat.

8. As concerns subprogramme 2, appreciation was expressed for the important role of the Office of Programme Planning, Budget and Accounts and its keeping results-based budgeting under review. The view was expressed that the expected accomplishments could be refined to achieve tangible results. Under subprogramme 2 (b), it was pointed out that the Advisory Committee on Administrative and Budgetary Questions, Member States and police- and troop-contributing countries, referred to under expected accomplishment (a), are of different levels, that the performance of Member States should not be measured and that indicator of achievement (b) was limited. The view was expressed that subprogramme 2 (c) should reflect efficiency in the recovery of contributions among its expected accomplishments and indicators of achievement.

9. Concerning subprogramme 3, Human resources management, concern was expressed about issues relating to gender balance, gender mainstreaming, and it was pointed out that gender equality was not satisfactory, despite Article 8 of the Charter of the United Nations. The view was expressed that geographical representation complements competence and merit as requirements for staff recruitment and that a high level of competence and professional qualifications is required. The need for a new human resources framework and changes to the objective for organizational development was raised. At the same time, views were expressed regarding the changes between the proposed strategic framework for 2008-2009 and that of 2006-2007, with particular concern as to the legislative mandates for those changes. Concerns were expressed regarding the indicators of achievement relating to length of time required for recruitment, strategic recruitment, staff motivation and satisfaction, and mobility.

10. Regarding subprogramme 4, Support services, the view was expressed that this subprogramme has a vital role to play in supporting the reform of the Organization and that, while progress has been made, improvements are still necessary. Concern was expressed regarding information and communication technology. Notably, the view was expressed that while efficiency and effectiveness were clearly stated as objectives, the indicators were not reflected as such. Clarification was sought on how the new position of Chief Information Technology Officer would be reflected in the strategic framework for information and communication technology services. Concern was expressed that information technology/communication support service in Nairobi appeared inadequate, as shown by technical difficulties in making videoconference connections. Clarification was sought regarding the use of open-source technology and its exclusion as an expected accomplishment or indicator of achievement. Regarding other support services, concern was expressed that enhancing procurement opportunities for developing countries was not included as an objective. Support was expressed for improving the quality of procurement actions and for ensuring that the highest standards of ethical conduct are applied.

Conclusions and recommendations

11. **The Committee noted with concern the use of terminology in the overall orientation and subprogramme 1 that has not been approved by the General Assembly and is not contained in legislative mandates. The Committee recommended that the programme managers be requested to refrain from using terminology that has not been approved by the General Assembly, as well as to ensure that legislative mandates are accurately translated into programmes and subprogrammes, taking into account regulation 4.2 and rule 104.7 (e) of the Regulations and Rules Governing Programme Planning and the relevant provisions of General Assembly resolutions on results-based budgeting.**

12. **The Committee noted that the General Assembly will consider reports on human resources management reform and administration of justice at its sixty-first session and recommended that the relevant subprogrammes under programme 24 be kept under review so as to ensure that any decisions of the Assembly that may require revisions to the logical framework are reflected in the revised programme.**

13. **The Committee recommended that the Department of Management be requested to amend the overall orientation and subprogramme 4 to reflect any decisions that the Assembly may take when it considers the report of the Secretary-General on information and communication technology to be submitted in accordance with section II of General Assembly resolution 60/283.**

14. **The Committee stressed that the expected accomplishments and indicators of achievement of subprogramme 4 (a) may require further revisions once the General Assembly, at the first part of its resumed sixty-first session, has received and considered the comprehensive report on investing in information and communication technology, in accordance with its resolutions 60/260 and 60/283.**

15. **The Committee recommended that the General Assembly approve the programme narrative of programme 24, Management and support services, of the proposed biennial programme plan, subject to the following modifications:**

Overall orientation

Paragraph 24.2

Replace the words "58/269 and 60/1" with the words "58/269, 60/1, 60/260 and 60/283".

Paragraph 24.3

In the first sentence, replace the words "including those" with the word "as".

At the end of the paragraph, insert footnote indicator 1, and at the bottom of the page insert footnote 1, reading: "Clients include intergovernmental bodies, Member States, offices within the Secretariat and other United Nations entities, staff members and any other recipients of services and other outputs provided under the programme."

Paragraph 24.4

In the first sentence, replace the words "international best practice standards" with the words "the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations".

In the second sentence, after the words "programme planning", insert the words "more effective use of results-based management".

Paragraph 24.5

Delete paragraph 24.5 and renumber the remaining paragraphs accordingly.

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services

Expected accomplishments of the Secretariat

Replace the text of expected accomplishment (a) with the following: "Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules".

Add a new expected accomplishment (c), reading: "Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions".

Indicators of achievement

In indicator of achievement (a), replace the words "meet or exceed international 'best practices'" with the words "fully comply with legislative mandates and relevant regulations and rules".

Add a new indicator of achievement (c), reading: "Number of benchmarks and other improved methods and tools utilized by the

Secretariat to assess efficiency and productivity and submission of reports to the General Assembly on them".

Strategy

Paragraph 24.8 (former para. 24.9)

In the third sentence, before the words "management reforms", insert the word "approved".

(b) Administration of justice

Expected accomplishments of the Secretariat

Replace the words "expeditious, consistent and" with the words "fair and effective"; insert the words "human resources" before the word "policies"; and designate the expected accomplishment as (a).

Add a new expected accomplishment (b), reading: "Measures to ensure timely participation of managers in the administration of justice process".

Indicators of achievement

Insert the designation "(a)" before indicator of achievement (i).

In indicator of achievement (a) (iii), insert the words "and concluded" after the words "disposed of".

Add a new indicator of achievement (a) (iv), reading: "Reduced time period between judgement of appeals and implementation of appellate decisions".

Add a new indicator of achievement (a) (v), reading: "Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice".

Add a new indicator of achievement (b), reading: "Material reduction in delays in or extension of cases resulting from the failure of managers to respond".

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Indicators of achievement

In indicator of achievement (a) (ii), insert the word "quality" after the word "clarity".

(b) Financial services relating to peacekeeping operations

Expected accomplishments

Replace the text of expected accomplishment (a) with the following: "Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, Member States and police- and troop-contributing countries on issues relating to peacekeeping".

Indicators of achievement

Redesignate indicator of achievement (b) as (b) (i) and add a new indicator of achievement (b) (ii), reading: "Increased positive feedback from the peacekeeping missions on the quality of guidance and services rendered".

(c) Treasury services

Expected accomplishments

Replace the text of expected accomplishment (a) with the following: "Continued prudent stewardship of funds."

Subprogramme 3
Human resources management

(a) Operational services

Objective of the Organization

After the words "in the Organization", insert the words "with due regard to the principle of equitable geographical distribution of posts, in particular at senior levels".

Expected accomplishments of the Secretariat

In expected accomplishment (a), delete the words "system for"; after the word "promotion" insert the words "as well as facilitating greater geographical representation and gender balance of staff".

Indicators of achievement

Replace the text of indicator (a) (ii) with the following: "Increased number of departments that in partnership with the Office of Human Resources Management apply strategic recruitment and achieve recruitment targets towards improving geographic distribution and gender balances".

Add a new indicator (a) (iii), reading: "Increased number of nationals from unrepresented and underrepresented Member States and developing countries in the Secretariat, in particular at senior levels".

Add a new indicator (a) (iv), reading: "Reduction in the average number of days a post remains vacant in the Secretariat".

(b) Organizational development

Objective of the Organization

Replace the existing objective with the following: "To promote organizational culture change in the Secretariat, to build a more versatile and multi-skilled staff and to improve the working environment".

Indicators of achievement

Replace the text of indicator of achievement (a) (i) with the following: "Increased staff participation in learning and career

development programmes managed by the Office of Human Resources Management under this subprogramme".

Subprogramme 4
Support services

(a) Information and communication technology services

Strategy

Paragraph 24.20 (former para. 24.21)

Replace the first sentence of the paragraph with the following: "This subprogramme is the responsibility of the Information Technology Services Division of the Office of Central Support Services under the strategic direction of the Chief Information Technology Officer."

Add a new subparagraph (e), reading: "Promoting the use of open source software in the United Nations Secretariat."

(b) Other support services

Expected accomplishments of the Secretariat

Add a new expected accomplishment (f), reading: "Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement".

Indicators of achievement

Insert a new indicator of achievement (f), reading: "Increased procurement from vendors from developing countries and countries with economies in transition in United Nations procurement".

B. United Nations Office at Geneva

Subprogramme 3
Human resources management

Indicators of achievement

Replace the text of indicator of achievement (b) (i) with the following: "Increase in the staff mobility index".

C. United Nations Office at Vienna

Subprogramme 3
Human resources management

Indicators of achievement

Replace the text of indicator of achievement (b) (i) with the following: "Increase in the staff mobility index".

D. United Nations Office at Nairobi

Subprogramme 3
Human resources management

Indicators of achievement

Replace the text of indicator of achievement (b) (i) with the following: "Increase in the staff mobility index".

Legislative mandates

Insert the following General Assembly resolutions under the headings indicated:

Overall

59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide

Subprogramme 1

58/268	Programme planning
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide

Subprogramme 2

60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide

Subprogramme 3

59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Subprogramme 4

59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
59/289	Outsourcing practices
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide